

PROPOSAL TO CONDUCT THE
CITY OF LONG BEACH REDEVELOPMENT AGENCY
COMMUNITY NEEDS ASSESSMENT FOR NORTH LONG BEACH

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Submitted by:

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I. Team Qualifications

Description of Lodestar

Lodestar Management/Research, Inc. (Lodestar) will serve as lead agency to the consulting team collaborative, assuring coordination within the team and accountability for the project deliverables. Founded in 1985, Lodestar is a research and management assistance firm based in downtown Los Angeles. Lodestar is a California corporation. Our clients are community-based organizations, government agencies and private foundations.

Lodestar's vision is a world in which organizations that seek to improve the conditions of individuals, their families, their communities and broader environments are increasingly more effective. Our mission is to improve the capacity of organizations to fund, plan, administer or deliver services to individuals, families, communities and society.

Lodestar conducts research in health and human services generally, and has particular experience in community development, children and family services, gang prevention and capacity building. The firm has been involved in a number of strategic initiatives to impact the well-being of individuals, families and communities. Lodestar services of most relevance to this application include:

- Community needs assessment
- Applied social science research
- Strategic and operational planning
- Community revitalization/ development

The consultants that comprise the Lodestar Team are each successful individually, having contributed greatly to community planning and communications efforts in numerous capacities. The team is multi-disciplinary and has demonstrated expertise in the fields of community needs assessments, community outreach and engagement, organizational development, leadership development, real estate development, market research, and economic feasibility in geographic areas including Los Angeles County and the nation. The team is comprised of skilled researchers and facilitators representing diversity in approach and talent, cultural competence, and who reflect and understand the landscape of ethnic and cultural diversity that comprises Long Beach.

Lodestar and its subcontractors have a history of working in Latino communities in areas as varied as conducting community surveys on domestic violence prevention and environmental outreach and speaking with low income garment workers about the effectiveness of educational healthcare information provided at their workplace. In order to ensure that the Latino population is included in this needs assessment project, our team will take several steps to promote their participation in all aspects of the community needs assessment project. For example, all Lodestar surveyors will be bilingual in English and Spanish. In addition, all surveys and outreach and educational materials will be made available in both English and Spanish. Finally, we will provide simultaneous translation at all public events and meetings to make each event meaningful and effective for all participants.

Lodestar identifies with the missions of its clients. Our research, while professionally grounded, is applied, not academic. Diversity of staff, clients and our clients' service populations is a conscious Company goal and a reality. We strive to act as a bridge between professional research and the down-to-earth realities of community life. Presently, Lodestar employs ten permanent employees with a demographic diversity of gender, age and ethnicity (including four bilingual Hispanic/Latino staff and one African American). Many of Lodestar's full time staff hold advanced degrees in areas such as sociology, management, psychology and anthropology.

In addition to staff, we regularly contract with a number of independent contractors and professionals from other organizations according to project needs. These individuals allow us to expand our capacity for additional services and often complement our in-house skills. Each year, we typically handle approximately 40 projects, with the size and duration of those projects varying depending upon client needs. Each project involves two or more personnel including a Project Director and Technical Quality Reviewer. Larger projects typically involve one or more Research Associates, Research Assistants and/or Project Assistants. Project teams are assigned based on project needs in conjunction with staff expertise. Individual employees work on a number of projects, with an average of about ten projects each.

For this project, we will subcontract with two consultants, Susan Forman of **Forman Consulting** and Robert Rodino, Ph.D. of **Rodino Associates**, a consulting firm and **Great Urban Places**, a developer, to assist in the development and execution of this needs assessment and analysis for the City of Long Beach.

Team Qualifications

The team for this project has relevant experience in three major areas related to this project:

- 1) Community planning (facilitation, community engagement, collection and synthesis of information);
- 2) Community needs analysis and prioritization
- 3) Site and facility development and economic feasibility analyses

Each team member has worked with a number and variety of organizations including neighborhood associations, civic and volunteer organizations, community-based organizations, service providers and government agencies. Resumes for all key team members are included in Attachment A.

Maura Harrington, MBA, Ph.D. As Director of Consulting Services, Dr. Harrington is responsible for Lodestar's evaluation and strategic planning consultations to private foundations, nonprofit organizations and government social service agencies. She has conducted evaluations and done organizational research, statistical consulting and extensive management consulting in a number of areas including children, youth and families, youth development, domestic violence, community engagement, juvenile delinquency, education, organizational partnerships, leadership development, public health, and health promotion.

As an active member of her community, Dr. Harrington has served on Neighborhood boards since 1997 and was recently appointed to serve as a Commissioner for the City of Pasadena Human Services Commission. In addition, she serves as a member of the Gold Line Community Advisory Task Force of the Metropolitan Transportation Authority

Dr. Harrington received her doctorate from Claremont Graduate School in Applied Research in the Department of Psychology and her MBA from the Peter F. Drucker Graduate School of Management. She is an active member of the American Evaluation Association and is a Eureka Foundation Fellow.

Katrina Kubicek, MA. Katrina has managed community-based and government-funded research studies and program evaluations for the past 5 years, both in California and Texas. Her work includes designing and managing ethnographic community research, conducting community-based fieldwork (both urban and rural), developing evaluation instruments and analysis and interpretation of both qualitative and quantitative data. Her focus is on high-risk youth, substance abuse issues, public health and community development. She is bilingual and has conducted fieldwork in both Guatemala and Mexico.

Susan Forman, MS. Susan is a principal of Forman Consulting, a consulting firm located in Long Beach that specializes in management consulting services for public sector and nonprofit organizations in the Los Angeles area. Susan has extensive experience in the area of needs assessment and gathering data from diverse groups for planning and evaluation projects. She recently conducted a needs assessment for the Intercommunity Child Guidance Center of Whittier, which required gathering data from community organizations, parents, teachers and others, using both English and Spanish data collection tools and methods. Susan has led a management review of the Redevelopment Agency of the City of Riverside. In addition, she has conducted numerous strategic planning projects for public and nonprofit agencies that required conducting interviews, focus groups and surveys of managers, staff, and community representatives.

Susan was recently selected to participate in the Leadership Long Beach program. Her other leadership and community volunteer activities have included serving as a trainer for the Long Beach Nonprofit Partnership, cabinet positions for the Los Angeles Chapter of the American Society for Public Administration, and membership on the Parenting and Pregnant Teens task force of the Interagency County on Child Abuse and Neglect.

Robert Rodino, Ph.D. Dr. Rodino is a specialist in urban revitalization. He heads two firms, Rodino Associates, a consulting company that provides planning, development feasibility analyses and market studies to government agencies, developers and non-profits; and Great Urban Places, a new development company focusing on in-fill urban retail, residential and mixed-use projects. Rodino Associates has recently been under contract to the City of Los Angeles to prepare an analysis of the impacts of big-box retailers and superstores on low-income areas, and to help formulate a city-wide industrial development policy. Dr. Rodino has a Ph.D. from UCLA in Urban Planning, an M.A. from Boston University in Government and Politics, and a B.S. in Mathematics from Manhattan College.

Relevant Project Experience

The projects listed below are some of the more recent work our team has completed that is of particular relevance to the North Long Beach project.

- **City of Los Angeles Community Redevelopment Agency (2001-2002).** Dr. Rodino created a set of integrated economic, industrial development and redevelopment strategies for the Los Angeles Community Redevelopment Agency, focusing on industry clusters and redevelopment of older industrial areas, including eco-industrial principles and funding strategies.

- **City of Los Angeles Community Development Department** (2001-2003). Dr. Rodino prepared a study of big box retailers and superstores that included definition, impacts, and mitigation recommendations for Community Development Department and City Attorney's Office, in conjunction with the LA City ordinance regulating such retailers.
- **Los Angeles Unified School District** (2003)– Ready for School Planning. Lodestar completed a needs assessment with the District to facilitate the grant process and write successful narrative applications for eight LAUSD school communities for the joint First 5 LA county and First 5 California state School Readiness Initiative funding. Provided technical assistance to six applicants, including developing tools to conduct needs assessments, training grantees to collect data and to discuss subsequent findings, providing guidance on community planning sessions and collaborating on the development and write-up of final needs assessment findings, program plans and outcomes.
- **City of Los Angeles Community Development Department** (1999). Citywide Needs Assessment. A comprehensive needs assessment of lower income residents, including families and children. Lodestar's design incorporated surveys, demographic analysis, interviews, focus groups and public hearings.
- **City of Los Angeles Community Development Department** (2001). Contracted to prepare a city-wide Industrial Development Policy for the Los Angeles City Mayor's Office and Redevelopment Agency.
- **City of Riverside, California.** Ms. Forman managed a management review of the City of Riverside Redevelopment Agency. The study, which focused on the strategic direction of the agency, also evaluated organizational structure and operating conditions. Methodologies used included interviews with Council members, Agency employees and community leaders, an employee survey, a comparable agency survey and document review.
- **Intercommunity Child Guidance Center of Whittier** (2003). Ms. Forman assisted ICGC with a needs assessment as part of an L.A. County First 5 L.A. School Readiness planning grant. The needs assessment consisted of a parent survey, which was administered in English and Spanish; parent round-tables, also conducted in English and Spanish; interviews with community representatives and service providers; and background research of existing reports and other needs assessments. Based on the needs assessment, ICGC developed a proposal for a School Readiness program that would include counseling services provided by ICGC and pre-school services provided by Montebello Unified School District. Since ICGC learned it has received the grant, currently assisting the Agency with the evaluation component for the project. This component will involve interviews, focus groups and a pre- and post surveys of teachers and parents. All data gathering will be conducted in Spanish and English.
- **City of Pasadena Public Health Department – Mobilizing for Action through Planning and Partnership (MAPP)** (2004). Lodestar and Dr. Harrington serve as the lead consultant in implementing the MAPP project – a citywide plan to gain community input in prioritizing public health issues for the City of Pasadena and identifying the resources to address them. Involves convening community visioning sessions with the larger population and gathering data to complete a community health assessment.
- **Children's Planning Council Community Study** (2003). Dr. Harrington and Ms. Kubicek designed and implemented a countywide parent survey by SPA Councils to garner parent input for the development of the First 5 LA Universal Pre-K Initiative in Los Angeles County.

Surveys were translated into multiple languages including Armenian, Chinese, Korean, Spanish, Thai and Russian.

- **City of Santa Monica Environmental Programs Services Division** (2003-2005). Dr. Harrington Ms. Kubicek conducted a survey of the Pico neighborhood in Santa Monica with a particular focus on Latinos in this community. The survey was designed to assess the community's recycling behaviors in order to design a community based social marketing campaign to encourage proper disposal of used motor oil and filters.
- **First 5 LA – Home Visitation Research & Evaluation Project** (2001-2004). A research project for First 5 LA's home visitation initiative for families with children age 0-5. Dr. Harrington and Ms. Kubicek designed in-depth studies in six different communities across the county to develop a sense of needs and best practices in different geographic and cultural communities. Long Beach was included as one the community studies, which involved interviews with a number of service providers and community leaders.
- **First 5 LA – Neighborhood Data Use Collaborative (NDUC)** (2003-2005). Consultants led by Lodestar's Dr. Harrington are providing technical assistance and support to five community-based organizations, including a community collaborative located in the Cambodian community of Long Beach. The team is collecting and analyzing data to examine research processes and outcomes for each of the community-based research partners and developing a best practices report for participatory action research.
- **Los Angeles County Department of Children and Family Services (DCFS) Strategic Planning Project** (2001). Ms. Forman facilitated a strategic planning process for DCFS. This included project design, interviews, workshops, focus groups, best practices and mandates research, and documentation of results, including identifying the Departmental client, outcomes, vision, mission, values, goals, objectives and strategies. The plan recently was published and widely distributed to both internal and external stakeholders, and the team was then asked to assist the Department with several other initiatives, including plan implementation.
- **Los Angeles County Department of Children and Family Services (DCFS) – Strategic Plan Implementation**. Ms. Forman assisted the Department in the implementation of strategic planning. This included facilitating focus groups and training sessions to develop action plans throughout the organization. It also included one-on-one coaching in the development of action plans, as well as review and feedback regarding the content of action plans.

Staffing Assignments and Appropriateness

An analysis outlining the staffing plan and hours allotted for individual tasks is included in Attachment B. Staffing assignments are made based on each team member's qualifications and expertise related to specific tasks for the project. Each member of our team brings specific skills and knowledge to the project and those skills are taken into account when assigning staff for each task. For example, Dr. Rodino will have primary responsibility for conducting the site, economic and financial feasibility analyses for the project; Ms. Forman will provide expertise in designing and conducting community forums while Lodestar will handle community outreach and surveying and completing all reports.

As the staffing analysis indicates, team members will be given primary responsibility for data collection and analysis based on appropriateness. For interviews or focus groups that

require a Spanish speaking facilitator or interviewer, a bilingual team member will take primary responsibility and will ensure that appropriate translation is provided. When possible, research assistants and other Lodestar staff will be used to maximize budget efficiency. For example, research assistants will be used to collect secondary data sources related to services already provided in the targeted area for the radius survey. Experienced assistants will also be used as note takers during focus groups and community forums.

Approach to Project Management

As the applicant agency, Lodestar will assume responsibility for assuring coordination within the team and accountability for the project deliverables. Dr. Harrington will serve as the Project Director and coordinate all team efforts. All subcontractors will send monthly progress reports to Lodestar to ensure that the project is continuing on schedule. Team members will meet on a regular basis as a team and with Oversight Task Force members staff to discuss the project's progress and any obstacles they have encountered. For more detail project management features in place see p 19.

Client References

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II. Work Plan

The work to be accomplished for this project is scheduled to take approximately six months. The narrative below discusses the tasks associated with each major activity in the scope of work.

- Community Needs Assessment Study
- Houghton Park Facilities Evaluation
- Feasibility Study for Community Center Proposal
- Existing Library Reuse Evaluation
- Presentations

Attachment B provides an overview of the specific tasks, team members assigned to each task and the hours estimated to complete each task.

Community Needs Assessment

The needs assessment for this project will be designed with the team's previous research and outreach efforts in mind. The needs assessment will require substantial outreach to the North Long Beach community to ensure that various voices are heard. Of critical importance is the need to include the large and growing Latino population in the needs assessment process. According to the U.S. Census, the target area of this project grew about 19% between 1990 and 2000¹. However, the Latino population has almost doubled during that same time period, comprising about 25% in 1990 U.S. Census and 46% in 2000. Those reporting to be foreign born also grew from about 23% of the population to 32% in the same ten years. These data illustrate that the demographics of the community are changing fairly rapidly and suggest that services provided in the community may not be sufficiently designed for the emerging Latino population. Our team will outreach to Latinos during the needs assessment process to ensure that their perspectives and ideas are included in the development of project deliverables.

There are several steps necessary to complete this project's needs assessment. The following narrative provides more specific information on how our team will approach the four major components of this study:

- Background Research
- Key Stakeholder Input
- Public Forums
- Needs Assessment Survey

Background Research

1. Review of Relevant Documents

We understand that the Community Needs Assessment for North Long Beach falls within a larger context, and that much related work and community outreach has already taken place. We also realize that many of the stakeholders involved with the project have already given a lot

¹ Derived from the 1990 and 2000 U.S. Census using the 90805 zip code as a sample geographic area.

of thought to the needs of the North Long Beach community, and have developed opinions, ideas and a vision about the future of the area.

To get a more complete understanding of the history and current issues affecting the North Long Beach Community Needs Assessment, we will review pertinent available documents, including those mentioned in the Request for Proposal, and interview key individuals involved in creating those documents. We also will speak to key stakeholders who participated in previous efforts concerning the North Long Beach community to assist our project team in designing a final outreach plan that meets the needs of the current project and also builds on work and ideas already developed and on which consensus already exists.

Below is a detailed list of the documents we will review, along with a brief description of the information we expect to glean from them:

Document	Important Information
<i>Long Beach 2010: The Strategic Plan</i>	The overall goals of the City and broader development context within which the North Long Beach area fits. Also, how each of the Departments involved with this project fit into the City's overall strategic direction.
<i>The North Long Beach Strategic Guide for Redevelopment</i>	The strategies developed through this project for revitalizing the North Long Beach Project Area.
<i>Draft North Village Center and Historic Core Implementation Plan</i>	The specific implementation goals and priorities for the North Long Beach Village Center.
<i>Parks, Recreation and Marine Department's April 2003 Strategic Plan</i>	The community outreach conducted for the plan and the resulting goals and priorities.
<i>Global Reach, Local Touch Library Strategic Plan 2001-2005</i>	The community outreach done for the plan and the resulting goals and priorities.
<i>Draft Community Needs Assessment for North Neighborhood Library</i>	The community outreach conducted and resulting goals and priorities.
<i>Physical Assessment Reports for Park & Library Facilities</i>	The assessment of physical structures that will need to be rehabilitated or rebuilt as part of the Village Center and Community Center.
<i>North Long Beach Street Enhancement Master Plan</i>	The physical and geographic setting within which the Village Center and Community Center would be located, and the plans for infrastructure and streetscape improvements.
<i>U.S. Census and California Departments of Finance & Education Databases</i>	Information regarding the demographics of North Long Beach.

2. Key Informant Interviews

In addition to reviewing the above documents, we will interview key individuals involved in their creation to further clarify the context of the project. Individuals to be interviewed will include:

- ◆ Representatives from the City's Redevelopment Agency, and the Departments of Parks, Recreation & Marine, Library Services & Health and Human Services
- ◆ North Long Beach Project Advisory Committee (PAC) Members

- ◆ Consultants who Worked on Various Background Materials, including representatives from EIP Associates, Robert Charles Lesser & Co, Siegel Diamond Architecture, and Field Paoli
- ◆ Other key stakeholders from the community who participated in the past outreach and planning efforts

We will develop a final list of documents to be reviewed, individuals to be interviewed and specific content sought in collaboration with members of the project Oversight Taskforce. We also will summarize the results from this background work and review key points from the summary with members of the Oversight Taskforce to confirm that we have captured the project's key points. Ultimately, this background research will serve as the basis for any future data collection efforts and analyses.

3. *Current Service Provision in the Area*

The Lodestar team will conduct a radius survey of the target area of approximately one mile. This survey will involve accessing written sources of relevant public and private services as well as online information about current service providers in the area such as *healthycity.org*, a website that allows the researcher to map current available services and resources in a given geographic area. Data collected through these methods will be sorted geographically and will include identifying information such as name, address, contact person and services provided. Because we understand that oftentimes services do not remain in one place for a long period of time, we will also conduct a walking/driving tour of the area to catalog current services and correct errors related to location. This type of surveying may also allow us to informally speak with area residents and workers about their perceptions of what is most needed in the area. These walking surveys will be documented with photos as needed. Finally, each service provider will be contacted to verify the information gathered to ensure that the radius sample is as accurate as possible. This final contact will permit updating of service content, hours, capacities and other pertinent data.

Asset Mapping - Once the current service delivery configuration of general area is known, we will map these resources using an asset mapping technique. These maps be overlaid with data related to needs of the community such as poverty levels, employment and other population data from the U.S. Census and other sources. The tools of asset mapping – including the use of GIS-generated geographic maps – will be used to inventory and display the strengths of the community and the people who live there. Lodestar will also highlight the interconnections among different assets, which serves to promote accessing them.

Key Stakeholder Input

Key informant interviews - In order to gather more extensive data from community members and other stakeholders, we will conduct structured qualitative interviews with representatives from a variety of City agencies in addition to residents. These interviews will elicit information that can identify each stakeholder's point of view and goals for the North Long Beach area's community services and facilities. Those to be interviewed include representatives from each of the following groups:

- City Council members
- Redevelopment Agency board members
- Parks, Recreation and Marine Commissioners
- North Project Area Committee members

- City of Long Beach staff from other relevant agencies
- Long Beach Unified School District representatives
- Community-based organization representatives
- North Long Beach residents

The Lodestar team will work with City staff and the Oversight Task Force members to determine the most appropriate people to participate in this portion of the study and will rely on City staff to assist us in obtaining contact information and perhaps entrée to these individuals. Because we understand that most of these stakeholders have busy schedules that may not allow them sufficient time for an in-person interview, most of these interviews will be conducted over the telephone. Each individual will be called to establish a convenient time for the interview to be conducted. We also will work to ensure that we incorporate all of the information we need into a single interview – incorporating questions regarding past, current and future efforts as appropriate.

Focus Groups - Focus groups are an efficient approach to collecting information about how systems work and how systems might change to work more effectively. Because focus groups allow a number of people to share and refine viewpoints at a single setting, we may, if it is deemed appropriate by the City, conduct several focus groups to complement the data gathered through the structured interviews. For example, a focus group may be an ideal way to gather information from a number of PAC members. With logistical assistance from City staff, the Lodestar team will facilitate the groups and record and analyze all information gathered.

Public Forums

The area of North Long Beach contains an ethnically and culturally diverse population, presenting opportunities to employ innovative strategies to reach a true cross-section of the community. The Lodestar team realizes that, ultimately, the success of these public forums will depend upon the ability of the team and the City staff to engage community “gatekeepers” who can use their personal relationships and networks to invite community participation, as well as our ability to build enthusiasm and a desire for on-going involvement.

At least two public forums will be held to assist the community in analyzing and prioritizing services and needs. Simultaneous Spanish translation will be announced and provided at these forums in order to encourage participation from Latino residents. Information gathered from the stakeholder interviews and focus groups, as well as previous work by the City, will be presented to participants, highlighting existing services and present the needs that are still unmet in the community. Lodestar facilitators will assist forum participants in prioritizing needs in the community and discussing how best to address these needs. Finally, we will facilitate a discussion about the existing services at Houghton Park and a dialogue to determine what the most appropriate services would be for the existing site and a possible new site. In order to diminish challenges to participation as much as possible, refreshments, on-site child care, using different sites and times, and interpretation services will be offered.

Efforts will be made to include a variety of North Long Beach stakeholders in the events including residents, youth and merchants. All outreach materials will be translated to Spanish to ensure that the growing Latino community is encouraged to attend. We will work with City offices such as the Neighborhood Services, Parks, Recreation and Marine, Library Services and Health and Human Services to assist in the outreach efforts. We will also identify and contact schools and faith-based groups in the community to encourage attendance at the public forums.

Needs Assessment Survey

The review of documents, radius survey, stakeholder interviews and focus groups and public forums will all add to the knowledge of the existing services and gaps in services for the North Long Beach community. In order to obtain broader input from the community, a needs assessment survey will be developed in conjunction with City staff and other relevant stakeholders. This survey will obtain information from members of the community who may not have been contacted through the project's other research efforts and will be distributed throughout the community using different methods. The survey will ask respondents to prioritize what services are most needed in the community and where they would best be provided. Data will also be gathered to determine which people are most likely to use these services to provide information to the City on how to best market the services to their target population.

Prior project experience has shown that administering surveys through the mail typically yields a low return rate – particularly when the participants are not a well defined group and/or do not have a direct relationship with the client. Lodestar has concluded that in-person intercept interviews, though labor intensive, are potentially the most successful for diverse respondents. We have also found success in training and supervising community members to undertake the data collection process. For the Long Beach redevelopment project we will use these procedures to ensure that the greatest number of people are surveyed in an efficient manner and by the most appropriate data collectors.

Therefore, Lodestar staff will administer a portion of the surveys themselves, obtaining permission from Houghton Park facilities and other key locations to administer surveys to community residents. Additionally, Lodestar staff will train City staff (such as Neighborhood Services, Health and Human Services and Community Policing) and representatives of other organizations such as schools, churches, recreation centers and neighborhood associations to administer surveys to members of their respective organizations. These trainings will be provided in several different locations to allow as many people as possible to attend. The trainings will instruct attendees how to ensure that data collected represent a broad spectrum of residents and are as accurate as possible, increasing the utility of the information presented in the project's report to City .

Lodestar will work with City staff to determine the appropriate sample size for the needs assessment survey to ensure that an adequate number of respondents is obtained. We will suggest the oversampling of some populations (such as Latinos, senior citizens or youth) to provide a more precise understanding of people who may be among the more underserved in the community or those more likely to take advantage of services provided in the community center.

Potential Obstacles

Obstacles to providing the most useful and timely findings may confront any project of this scope and magnitude. Given our team's vast experience with similar projects, we have designed the work to minimize these barriers. Some of the barriers that we expect to confront at least to some degree are listed below, along with strategies we will use to overcome them.

Accessing Relevant Stakeholders – It has been our experience in similar projects that it is often difficult to obtain information from all relevant stakeholders. Due to busy schedules and short timelines, key people are sometimes not available for an interview, meeting or focus group. In order to address this potential obstacle, we will provide multiple options for meeting dates, times and locations. Additionally, we will ask all key stakeholders to schedule interviews

at least a week prior to data collection in order to maximize people's availability. We will have backup interviewers available to accommodate key stakeholders' schedules.

Obtaining an Adequate Sample of Survey Respondents – It is often difficult to obtain a large number of survey respondents in a short period of time. In addition, the data collection for this project will occur in the fall and winter months when there are fewer daylight hours available. For reasons of safety, we do not ask surveyors to work after dark – therefore the time available for data collection will be limited. To address this issue, we will schedule interviews on weekends when more people may be available for surveying. As noted earlier, the number of survey respondents will also be increased by training a number of people not on the Lodestar team in survey data collection methods.

Short Timeline – The project timeline is short, approximately six months, and several data collection activities and analyses need to be completed before recommendations can be made to the City. In order to keep to the project timeline (See XX), we will assign staff strategically so that several activities can be completed simultaneously and the project can move forward. Through regular meetings and other communications, we will also ensure that all team members are aware of each project activity and coordinated to complete them in the time allotted.

Political Climate – When assessing a community for potential changes in service provision based on the perceived needs of the community, there will always be some political differences to handle. We expect that this project will be no different, particularly with decisions being made on facility improvement or expansion and the possible relocation of community services. We will work closely with City staff to understand these obstacles and rely on their advice to lead us in the right direction and to minimize potential political issues.

Needs Assessment Report

All information gathered through these processes will be compiled, analyzed and presented in the Draft Community Needs Assessment Report. The draft report will be presented at a series of public meetings in order to obtain additional community input to the project's findings. This input will be taken into consideration and a final report completed based on this input and conversations with City staff.

Houghton Park Facilities Expansion

As the largest park in the North Long Beach area, Houghton Park serves a large number of residents with recreational activities such as tennis courts, soccer fields, basketball courts and a playground. In addition, a community center located within the park provides services such as childcare and classes for adults and seniors. The community center was built in multiple stages over the years according to the changing needs of the community. The facilities are in need of substantial repairs if the building will continue to serve as a community resource. The Lodestar team will examine and analyze the existing conditions of the Houghton Park facilities to provide insight on the following issues identified in the RFP:



1. Determine the capacity for expanding programs and services utilizing the existing buildings.
2. Examine and recommend facility improvements to accommodate future growth.
3. Evaluate the value of retaining all or part of the current facilities.

In order to complete this portion of the project, the consultants will proceed on three levels in preparing the required analysis.

We will interview City staff involved in the planning and operation of the Houghton Park facilities to define the planned or desired future programs and services to be considered for the facilities, specifically to identify the nature of the functions, the number of participants likely to be involved and specific facility requirements. The information gleaned from these interviews will then be compared with data gathered through the public forums and needs assessment survey to understand the full picture of the needs and appropriate direction for the City's redevelopment plan.

Once information from stakeholders has been fully analyzed, we will review building plans and identify possible areas of the facility to house the planned programs and services. This will be instrumental in determining whether the current facilities are appropriate to accommodate the new services and, if they are not appropriate, how they can be put to their optimal use. In addition to reviewing building plans, we will physically inspect the facilities, noting size and capacity, the conditions of repair or disrepair, the existence of required amenities (for example: audio/visual facilities, air conditioning, lighting, etc). The Physical Assessment Reports for Parks and Library Facilities will be instrumental in this analysis.

Through these reviews and inspections, we will then prepare an estimate of the cost of renovations and expansion to accommodate the required programs and services. This cost estimate will indicate the cost/benefit trade-offs that can be identified through these methods.

Finally, a Houghton Park Master Plan will be prepared to accommodate the additional programs and services that are planned for recreational uses at the Houghton Park site. The Master Plan will include:

1. Programs and services planned for the facility
2. Recommended facilities renovations and expansion to accommodate growth
3. Estimated costs to renovate and expand
4. A summary of the costs and benefits of expansion
5. An estimated timeline for the expansion

Feasibility Study for Community Center

Upon completion of the community needs assessment, data from all sources will be analyzed and recommendations related to programming and facility improvements will be made to the City. The preparation of a Feasibility Study for the North Long Beach Community Center will then be conducted in four stages which will include qualitative and quantitative analyses of the costs and benefits of developing the center at each of the three sites requested.



The approach taken will be similar to that pursued by a developer in developing a property for a specific client, in this case the community center. First the client's programmatic, space and locational needs and preferences will be determined. Second, each of the three sites will be examined to determine their pluses and minuses for meeting the client's requirements. Third, a quantitative development feasibility analysis will be conducted of each site, including considerations of the City's involvement or lack of involvement. Finally a comparative examination of the results of the foregoing analyses will be made, as well as alternatives that may arise during the course of this work, and recommendations submitted. More specifically, this work will proceed as follows:

Stage One

One of the first steps in this process is to interview staff from the Department of Parks, Recreation and Marine to discuss their goals and plans for expanding the community center and associated facilities and programs in North Long Beach and to identify the costs associated with constructing, maintaining and programming the proposed community center. These interviews will assist in defining the future staffing needs based on the hours, location and programming provided at the community center. Taking these calculations, we will create budget estimates for necessary capital improvements, staffing and maintenance costs.

Stage Two

The second stage to completing the community center's feasibility study will require us to prepare a qualitative cost/benefit assessment of the physical facilities at each of the three potential future community center sites:

- a. Expansion of the current Houghton Park community center site
- b. The renovated theater located at 59th and Atlantic used as a stand alone facility (either new or existing) for the proposed center. Some investigations related to this potential facility are contingent on the current property owners allow us access to the building. This assessment will include a survey of the building's reuse value based on approximate rehabilitation costs associated with the community's centers needs.
- c. Integration of the new community center into the proposed new library facility.



Each cost/benefit assessment will include considerations of configuration and cost, parking needs, and an initial site feasibility review for the proposed programming. Upon completion of the assessments, they will be made available to community stakeholders, including representatives from City departments, Redevelopment Agency Board, PAC members and other stakeholders as identified by Agency staff. This will allow these community stakeholders to make comments and offer their preferences for each of the three assessments.

Stage Three

The third stage in this process is a quantitative economic and market feasibility analysis using each of the three potential sites referenced above. This analysis will be conducted according to a real estate development model which will examine the establishment of a community center *with and without* the City's participation. The model is outlined on the following page. This analysis will view the community center as a tenant and will compare development costs, rents and return on investment to the property owner, whether that owner is a City agency, a for-profit developer or a non-profit organization.

A word of explanation should be provided regarding viewing the community center as a tenant. The Center will be funded and operated from whatever sources of funding are appropriate. In its occupancy of any building and site there will be associated costs to the property owner, regardless of what entity is the owner. These costs will vary depending upon whether the owner is a City agency, a private for-profit business, or a non-profit, and they include operating expenses such as maintenance and repair, cleaning, security, utilities, insurance and real estate taxes. In addition, a private for-profit business will require some appropriate level of financial return on its investment. All of these costs can be considered as rent to the property owner to be paid by the community center. Similar to traditional real estate development feasibility analyses, the proposed analysis will include considerations of financing the community center development using Redevelopment Agency funds.

Accordingly, an economic and market feasibility analysis will include the *pro forma* outlined below. This analysis will be prepared for each of the three sites listed above. The analysis will be used to:

- a. Examine the feasibility of constructing the facility with redevelopment funds and conveying it to City departments to maintain; including staffing needs and summary costs
- b. Examine the feasibility of joint development between the Redevelopment Agency and a private developer
- c. Examine maintenance and staffing options and costs

Community Center Development Feasibility Pro Forma

COSTS

- +Cost to renovate and/or expand Community Center
- +Land cost (based on comparable land values)

= Total Cost to develop

FINANCING

- Principal on loan or grants made to finance development

COST minus FINANCING = EQUITY INVESTMENT REQUIRED

RETURN ON INVESTMENT

- % of Total Costs that create a competitive return on equity
- % times Equity = Annual Net Cash to Owner

FEASIBLE RENT FOR COMMUNITY CENTER

- + Operating Expenses
- + Annual Net Cash to Owner
- = Required Rent for Community Center

For each of the three potential sites listed above, the resulting Required Rent will be compared to the operating funding available to determine economic feasibility from the community center's point of view. The Annual Net Cash to the owner will be compared to competitive rates of return available for investments of a similar size, risk and location in the North Long Beach marketplace. This comparison will take into consideration whether the owner is to be a City agency, a private for-profit owner, or a non-profit organization. It will also consider the options of conveying the property to any one of these entities through tenancy of sale.

Stage Four

Comparisons for each potential site will be made once all associated data are analyzed appropriately. A textual and tabular summary of all the options analyzed will be prepared for comparison, with substantial comments by the consultants on the various trade-offs of each and recommendations will be submitted for the most feasible project. Based on these analyses, the Lodestar team will recommend to the City the best location for the proposed community center.

Existing Library Reuse Evaluation

An analysis of the potential reuse of the library facilities located at 5571 Orange Avenue will be completed in conjunction with the other components of the needs assessment. The building plans will be examined to identify possible areas of the facility to house any of the services planned as a result of the needs assessment. Taken into consideration will be the convenience of the library's location, parking availability and the configuration of the facility's physical space. These factors will be crucial in determining whether the current facilities are appropriate to accommodate any proposed new services and, if they are not appropriate, how they can be put to their optimal use. Uses that may be considered include meeting space for City and community agencies, renting the facilities to a for-profit or non-profit agency and a satellite

location to provide additional services for the community center. In addition to reviewing building plans, we will physically inspect the facilities, noting size and capacity, the general conditions of repair or disrepair and the existence of obvious required amenities (e.g., audio/visual facilities, air conditioning, lighting, etc).

In order to obtain input from a variety of sources into possible uses of the library, we will interview key City staff, including representatives from Library Services, the Redevelopment Agency, Parks, Recreation and Marine and Health and Human Services. In addition, members of the PAC will serve as a resource for suggesting possible uses of this site. We will take into consideration the budget for making any necessary changes to the facilities that may be required in order to provide services. Factors such as this will be discussed with City officials as recommendations are developed.

Presentations

All data gathered from these four phases of research and analysis will be compiled into a draft report for public review and comment through a series of presentations. We will prepare a presentation of the draft report appropriate for a variety of audiences including:

- Oversight Taskforce
- General Public Workshop
- North Long Beach Project Area Committee
- Parks, Recreation and Marine Commission
- Redevelopment Agency Board

Presentations will be provided to each of these audiences. Notes will be taken at each meeting to record input from each group. Upon completion of the presentations of the draft report, we will meet with relevant City staff to discuss the community's input in finalizing the Community Needs Assessment for the North Long Beach Redevelopment Area report.

Once the report is finalized, we will prepare four final presentations of our findings and recommendations for the staff Oversight Taskforce; the Parks, Recreation and Marine Commission; the Redevelopment Agency Board; and the Long Beach City Council who will grant final approval on the project's completion.

Project Timeline with Deliverables

PROJECT TASKS	MONTH						
	1	2	3	4	5	6	7
Community Needs Assessment							
<i>Background Research</i>							
<i>Document Review</i>							
<i>Key Informant Interviews</i>							
<i>Radius Survey</i>							
<i>Key Stakeholder Input</i>							
<i>Public Forums</i>		X					
<i>Needs Assessment Survey</i>				X			
Houghton Park Facilities Expansion							
<i>Interview staff</i>							
<i>Review building plans</i>							
<i>Cost estimate for renovations</i>							
<i>Houghton Park Master Plan</i>			X				
Feasibility Study for Community Center							
<i>Interviews with staff</i>							
<i>Cost benefit assessment</i>							
<i>Economic/market feasibility analysis</i>							
<i>Comparisons of each site</i>					X		
Existing Library Reuse							
<i>Interviews with staff</i>							
<i>Review building plans</i>							
<i>Develop recommendations</i>							
Reports and Presentations							
<i>Written Draft Assessment Report</i>						X	
<i>5 Draft Presentations</i>						X	
<i>Written Final Assessment Report</i>							X
<i>4 Final Presentations</i>							X

X = Project Deliverable

The project timeline is depicted above with an “X” indicating the month during which different project deliverables are expected to be completed. Due to the short timeline, many of the activities will be performed simultaneously. In addition, interviews with City staff will be efficient, including information that may be needed in other pieces of the needs assessment so that most interviewees will only need to be contacted once. For example, in order to complete the *Feasibility Study for the Community Center*, we will need to speak with staff from the Department of Parks, Recreation and Marine to discuss their goals and plans for expanding the community center. This information can be gathered in the first stages of the project when we speak with those same staff members about the context and background of the project.

Information related to the deliverables as discussed in the RFP is detailed below.

- 1. Research** – This deliverable will be completed in conjunction with the *Houghton Park Master Plan* and *Feasibility Study for the Community Center*. Information included in this

deliverable will be gathered from a variety of sources including stakeholder interviews, City staff interviews, needs assessment respondents, document review and the radius survey.

2. **Needs Assessment Survey** – This deliverable will entail the design of the survey instrument and protocol, sampling, data collection, analysis and summary of perspectives and recommendations from respondents. We estimate that this entire process will take approximately three months.
3. **Public Outreach** – This deliverable includes outreach for the public forums as well as outreach to obtain a sample of appropriate size and composition for the needs assessment survey.
4. **Documentation and Public Materials** – This deliverable will include public notices (through newspaper or other media) and agendas of public meetings and forums. A summary of all written and graphic documents necessary for will be provided to the City in the beginning phases of the project.
5. **Written Draft Community Needs Assessment Report** – All components of the needs assessment process, including recommendations, will be included in this draft report. We will deliver twelve color copies of the report (eleven bound and one unbound for black and white reproduction) to the City along with an electronic version on a CD-ROM in a PDF format.
6. **Presentation of Initial Findings and Draft Report** – Five presentations of the draft report will be made to the indicated groups.
7. **Written Final Community Needs Assessment Report** – Once all appropriate public feedback has been evaluated, a final report of all components of the needs assessment will be provided to the City. As with the Draft, Lodestar will deliver twelve color copies of the report (eleven bound and one unbound) to the City along with an electronic version on a CD-ROM in a PDF format.
8. **Presentation of Final Report and Recommendations** – Four presentations of the final report will be made to the indicated groups.

Project Management Plan

Project management and control techniques are a combination of internal systems and external communication for accountability. Lodestar's established management systems will be complemented by project communication requirements to ensure the efficient administration and successful completion of the community needs assessment. The six-month timeline is especially compressed; however, Lodestar's history of working successfully with compressed timelines and late starts, within budget, will serve this evaluation well.

Timeline and Budget Adherence - Lodestar has established in-house, electronic monitoring systems to ensure that projects are appropriately staffed, on time and on budget. Employees enter daily records of time spent by project into the Company tracking database. That database produces pre-programmed summary reports on project activity, which will be used to inform and control the community needs assessment's budgeting, timelines and staffing at least monthly and on an on-call and ongoing basis. This internal system has been found to be an effective management and control tool for all of Lodestar's projects.

Ongoing Communications - Communication with City staff and other relevant stakeholders will be both on-call and scheduled, typically most efficiently by e-mail and telephone. Regular communications and face-to-face meetings with City staff will permit adjustments to data collection and other plans and strategies and, generally, ensure that all of the various needs assessment tasks are in sync. These internal and external communications will ensure that the project adheres to the proposed timeline, that data collection activities run smoothly and that any setbacks are addressed immediately.

Regular Internal Team Meetings – The Lodestar team, including subcontractors, will hold scheduled, weekly in-house project management meetings during the first two months and a bi-weekly meeting thereafter. These management meetings will discuss adherence to the timeline, completed work-to-date and work scheduled for the coming period, as well as issues of project detail such as instrumentation, data quality, etc.

Meetings with City Staff – Key team members will meet on both a scheduled and as-needed basis with City staff to report on project activities, share any preliminary findings, resolve potential problems and plan upcoming activities. Project management and control are a core function of these meetings.

Technical Quality Review - A standard practice for all Lodestar projects is to assign a senior staff to function as what is called a technical quality reviewer. In addition to this function being performed by the Project Director, Morgan Lyons, the President of Lodestar, will serve this purpose as well. This function applies to all project documents, including data collection tools and internal work plans, which also deal with management control.

The quality and efficiency of project management and control is enhanced by Lodestar's investment in communication technology. Technically advanced workstations, remote access to the Company's server and to telephone messaging, the use of cell phones and portable computers with e-mail access all contribute to nearly instant and effective information sharing. These systems ensure that project staff is able to maintain regular and immediate contact City staff and external team member not only for content but for the regulation of project activities.

III. Budget

- Not-to-exceed fee. The total cost amount shown in the attached detailed project budget – \$188,290 – is offered as Lodestar's not-to-exceed, fixed cost figure for all services to meet the requirement of this project as outlined in the RFP. Details including staffing assignments, rates and projected hours per task are included in Attachment B. No additional optional services or billing rates are proposed
- Billing procedures. Lodestar's standard billing procedures are proposed for this project. Because of the short timeframe, this includes no up-front start-up payment, but asks for an equal payment at the end of each of the project months. For this project, one-sixth of the total fee (\$31,382.67) would be invoiced at the end of each month, payable to Lodestar upon timely approval by the City of Long Beach. The City would withhold its final payment until it is determined that all deliverables have been received and were acceptable to the City.

- Schedule of fees. The same staff-specific hourly fees used in the attached budget will be applied to any additional and unforeseen drafts, public meetings or presentations should they become necessary. The total hours and staff to be allocated to these additional services will be mutually agreed-to by the City and Lodestar before services are rendered, resulting in a not-to-exceed total amount for each new service.

ROBERT J. RODINO, Ph.D.
1650 Palisades Drive
Pacific Palisades, CA 90272

Great Urban Places
RODINO ASSOCIATES

Phone: (310) 459-9474
fax: 310/454-6046
email: bobrodino@aol.com

SUMMARY

Acquisition of over \$500 million of investment real estate.

Co-directed development of \$150 million in retail, office, industrial, hotel, & apartments.

President of shopping center management company, managed 1.2 mil sq ft of retail space.
Asset management of \$400 million of investment properties.

Expert witness research and testimony on California's Anti-Piracy Act – AB 178

Creation and implementation of inner-city revitalization and investment strategies.

Preparing Industrial Development Policy for LA City Mayor's Office and Redevelopment Agency

Consultant to cities, redevelopment agencies, developers, business improvement districts

Excellent analytical, writing and public speaking capabilities.

Skilled in making presentations to City Councils, boards of directors and neighborhood groups.

Publications and unpublished studies include topics on real estate investment strategies, inner-city real estate markets, Hispanic retail markets, market research, financial feasibility, and urban revitalization.

Ph.D. in Urban Planning/Urban Revitalization, UCLA, degree 2003
Dissertation on public-private partnerships in retail development in L.A. County

UCLA Faculty in Urban Planning – Lecturer, Real Estate Development and Financing - 2004

PROFESSIONAL EXPERIENCE

2003 to Present CO-GENERAL PARTNER, GREAT URBAN PLACES, a development firm specializing in urban in-fill development of retail, multi-family residential and mixed-use properties.

1995 to Present PRESIDENT and OWNER, RODINO ASSOCIATES, a consulting and brokerage firm specializing in urban revitalization planning and development, real estate market analysis, economic development strategies for cities, investors, developers, non-profits, and for other consulting companies.

ACCOMPLISHMENTS:

Prepared study of big box retailers and superstores, definition, impacts, and mitigation recommendations, for Community Development Department and City Attorney's Office, in conjunction with LA City ordinance regulating such retailers.

Preparing Industrial Development Policy for LA City Mayor's Office and Redevelopment Agency

expert witness in City of Carson vs. City of La Mirada, for Stradling Yocca Carlson and Rauth

Prepared comprehensive retail operations cost study for Los Angeles Alliance for a New Economy. Included major retailer types and cost categories; July 2002.

Created integrated economic, industrial development and redevelopment strategies for the Los Angeles Community Redevelopment Agency, focused on industry clusters and redevelopment of older industrial areas, including eco-industrial principles and funding strategies; 2001-02.

Provided retail redevelopment and revitalization planning analyses to the MTA, and cities of Visalia, Indio, Carson, Downey, Thousand Oaks, Moorpark, Placentia, Agoura Hills, Corona, the Los Angeles City CRA, and Miracle on Broadway bus improve district.

Created the Riley/Pearlman-Latinvest joint-venture to implement a "Hispanic Market Shopping Center Investment Strategy" for Wall Street REIT's. Brokered acquisition of \$80 million of shopping centers in California Hispanic and general market areas.

Prepared economic development strategies for the Los Angeles Downtown Center Business Improvement District in 1999.

Lecturer on Smart Growth to the International Council of Shopping Centers, Nov. 2000 and on downtown revitalization to Internat'l Downtown Assoc.& Urban Land Institute.

1992 to 1995 PRESIDENT & CEO, AMSTED MANAGEMENT CORPORATION a shopping center management and leasing company based in Los Angeles.

ACCOMPLISHMENTS:

Directed property management and leasing of 1.2 million sq. ft. of retail space in twelve California shopping centers. Prepared management plans, including repositioning to focus retailing on the Latino consumer. (See article in CALIFORNIA CENTERS) Increased occupancy rates by directing leasing activities, reduced rent delinquencies. Prepared analyses of troubled retail centers and recommendations for improvements. Upgraded management planning, reporting and budgeting process, and reduced property insurance risks and rates through tenant insurance audits and insurance rate negotiations.

Developed and directed a downtown revitalization program for the City of Pomona. Directed a staff of 15.

1986 to 1992 PRESIDENT and OWNER of RODINO ASSOCIATES, a consulting and real estate brokerage firm that provided redevelopment and revitalization studies to cities in Southern California, to major institutional investors and retail developers, and brokerage services to both institutional and private investors.

ACCOMPLISHMENTS:

Provided retail redevelopment analyses to cities of Pasadena, Montebello and Santa Monica, Provided development investment analyses to institutional investors including GE Capital Corp., Columbia Savings & Loan, Wells Fargo Trust, and ANA Real Estate Corp. Analyses included regional shopping centers, industrial, office, and apartments.

Brokered acquisitions and sale of over \$30 million in neighborhood shopping centers and mixed-use properties.

Guest lecturer in real estate investment at UCLA Extension Division.

1982 to SENIOR VICE PRESIDENT - ACQUISITIONS, DEVELOPMENT AND ASSET MANAGEMENT,
1986 GLEN FED REALTY INVESTMENTS, a Glendale Federal Bank subsidiary,
responsible for the acquisitions, development and asset management of a large portfolio of investment properties throughout the Southwest.

ACCOMPLISHMENTS:

Through acquisitions, created a real estate investment portfolio valued at over \$400 million. Produced profits ranging from \$ 9 million to \$15 million per year.

Co-managed the development of five major projects totaling \$150 million, in retail, office, apartment, light industrial and hotel properties. Prepared feasibility analyses, obtained equity and loan funding approvals, negotiated leases, monitored and approved construction draw-downs.

Responsible for asset management of portfolio, negotiated leases, approved budgets, loans, property sales, and property development. Prepared real estate investment strategies and implemented same through investments and developments from Texas to California. Prepared real estate market studies of major sun-belt urban markets.

Directed a staff of 8 in Los Angeles and Dallas, Texas.

1972 to PRESIDENT and OWNER of RODINO ASSOCIATES, INC. An urban
1982 revitalization consulting company based in New York City, from 1972 to 1976,
and Los Angeles from 1976 to 1982.

ACCOMPLISHMENTS:

Created and directed a program that rehabilitated 400 tenement housing units in the South Bronx. Created and directed training and employment programs in housing rehabilitation and housing management for 500 registrants including bilingual Spanish/English components, in NYC and Los Angeles metro areas.

Trained community development organizations to operate under Revenue Sharing requirements of the Housing and Community Development Act of 1974, including obtaining grants. Developed housing rehabilitation programs for cities of Los Angeles, Santa Ana, Huntington Beach, and Orange County.

1972 to FOUNDATION of the CITY UNIVERSITY OF NEW YORK. Taught housing
1976 management and housing rehabilitation at Bronx Community College (part-time).

1968 to VICE PRESIDENT of URBAN RESOURCES, INC., an urban affairs consulting
1972 company based in New York City.

ACCOMPLISHMENTS:

Developed operating strategies, obtained funding for, and directed anti-poverty programs

dealing with inner-city housing and neighborhood health centers in New York City. Developed a management information system for a large anti-poverty multi-service center in the South Bronx. Trained non-profit community development corporation boards of directors and staff members on federal policies and program funding requirements.

EDUCATION

Ph.D. in Urban Planning, UCLA . Specialization is Urban Revitalization - 2003.
Dissertation Topic: Public-Private Partnerships in Retail Development in the Inner-City

Ph.D. studies Politics and International Relations, New York University (no degree)
M.A. Government & Politics, Boston University, Boston, Massachusetts
B.S. Mathematics, Manhattan College, New York City

PUBLICATIONS and RESEARCH REPORTS

Hispanic Market Shopping Center Investment Strategy in the Los Angeles Area
RILEY-PEARLMAN/LATINVEST, April 1996.

Capturing The Latino Market: Repositioning For Fun and Profit;
CALIFORNIA CENTERS, Spring , 1994

Portfolio Strategy Development for Asset Managers;
REAL ESTATE REVIEW; Real Estate Institute of New York University,
Vol. 16, No. 4, Winter 1987

Market Timing for Corporate and Institutional Investors;
REAL ESTATE REVIEW; Real Estate Institute of New York University,
Vol. 17, No. 1, Spring 1987

Urban Revitalization in an Ethnic Enclave: Huntington Park, CA 1965-1998
CRITICAL PLANNING; Journal of the UCLA Dept. of Urban Planning, Spring 1999.

Federal Urban Revitalization Policy: From the New Deal to the Nineties, 1932 - 1992.
UCLA School of Public Policy & Social Research, Dept. of Urban Planning;
Prof. J. Eugene Grigsby, advisor to study; Spring 1999.

The Redevelopment of Bunker Hill, Los Angeles, California: A Case Study in Local
Urban Revitalization Strategies; UCLA School of Public Policy and Social Research,
Dept. of Urban Planning; Prof. J. Eugene Grigsby, advisor to study; Spring 2000.

SPEAKERSHIPS

Southern California Marketing Director's Association; "How to Become an Expert in Marketing to the Latino Consumer"; August 20, 2003.

ICSC San Fernando Valley Idea Exchange; "The Latino Retail Market: Past, Present and Future",;
November 15, 2002.

Smart Growth lecturer to the Alliance Conference of the International Council of Shopping Centers, November 15, 2000.

Urban Land Institute/University of Southern California Lusk Center for Real Estate Development; REAL ESTATE TRENDS CONFERENCE; Beverly Hills, CA Jan. 27, 1998.

"Hispanic Retail Market in Southern California: Trends and Opportunities"

International Council of Shopping Centers, SOUTHERN CALIFORNIA CONFERENCE, 'Anaheim, CA; Nov. 3, 1994; "Retailing to Ethnic Markets"

International Downtown Association, ANNUAL CONFERENCE, Seattle, WA. Sept. 18, 1994; "Downtown Revitalization and the Latino Populations of America"

MEMBERSHIPS

Urban Land Institute, member Inner City Committee and Smart Growth Committee
International Council of Shopping Centers

AWARDS OF RECOGNITION AND MERIT

Who's Who in American Business - 2004
Who's Who in American Real Estate - 1984
Latino Chamber of Commerce of Pomona Valley - 1994
Vietnamese-American Society of Southern California - 1994
City of Pomona Police Department - 1994
Who's Who in Politics in The East - 1970

SPECIAL SKILLS

Computer literate
Public speaking

LICENSE

California Real Estate Broker

REFERENCES

MAYOR JAMES K. HAHN, City of Los Angeles; 213/978-0600

ERIC GARCETTI, LOS ANGELES CITY COUNCILMAN ; 213/473-7013

CECILIA ESTOLANO, SPECIAL ASSISTANT TO LOS ANGELES CITY ATTORNEY; 213/978-8100

JERRY SCHARLIN, CEO- 1999-2003; Los Angeles Community Redevelopment Agency 818/384-0470

RENATA SIMRIL, Deputy Mayor, Office of Economic Development, City of Los Angeles; 213/978-0604

PHIL ANGELIDES, Treasurer, State of California; 916/653-2995

ANDREA M. TRAVIS, City Manager, City of La Mirada, CA; 562/943-0131

MITCH MENZER, Attorney & Partner, O'Melveny & Meyers; 213/430-6577

DAVID WAITE, Attorney & Partner, Jeffer, Mangels, Butler, & Marmaro; 310/203-8080

DOUGLAS J. EVERTZ, Attorney, Stradling Yocca Carlson and Rauth, 949/725-4172

MALCOLM RILEY, President; M. Riley & Associates, shopping center developer and former President of the International Council of Shopping Centers - 1991. 310/820-5891

MICHAEL DUKAKIS, Visiting Professor for Public Policy, UCLA School of Public Policy and Social Research; former Governor, State of Massachusetts; former Presidential Candidate, Democratic Party, 1988. 617/373-4396

JESSICA GOODHEART, Research Director, Los Angeles Alliance for a New Economy; 213/486-9880 x135

ARTHUR PEARLMAN, Partner of Riley/Pearlman Company, shopping cntr developers; former Director of California chapter, International Council of Shopping Centers; currently President, The Arthur Pearlman Company, 310/260-2425

DIANNE GUZMAN, Assistant City Manager, City of Visalia. 559/713-4353

KATRINA KUBICEK, M.A.
Research Associate

Education

Ph.D. Candidate, Tulane University, New Orleans, Louisiana – Anthropology (emphasis on Mesoamerican cultures)

M.A., Tulane University, New Orleans, Louisiana – Cultural Anthropology

B.A., University of Texas, Austin, Texas – Anthropology with special honors

Selected Research and Consulting Experience

Public Health and Health Promotion

Project Manager, Evaluation of the Tobacco Control Pasadena Coalition , Pasadena Public Health Department. Developed and oversaw a plan to evaluate the effects of media campaigns, enforcement activities and sponsored activities on the attitudes and behaviors of youth. Directed the collection and analysis of data related to the behaviors of youth and tobacco and community's attitudes towards a complete ban on smoking in public. Review the write-up of findings to be used for conference presentations.

Research Associate, Local evaluation of the Partnership for the Public's Health, the Public Health Institute (funded by the California Wellness Foundation). Worked in collaboration with the Pasadena Public Health Department and three community groups to determine planning priorities for improving community health. Assisted the groups in local evaluation priorities and the design of data collection tools and strategies.

Research Associate, Evaluation of the Pasadena/Altadena Health Partnership, the California Wellness Foundation. Assisted the Partnership in documenting the development of the group and to help articulate outcomes. Revised and completed final report.

Research Associate, City of Santa Monica Environmental Programs Division Used Oil Opportunity Grant. Designed a survey to measure residents' behavior and attitudes of environmental issues, specifically the disposal of used motor oil. Coordinated field data collection of in-person intercept interviews. Drafted baseline report of findings from this data collection effort.

Children and Families

Research Associate, Home Visitation Research and Evaluation Project with First 5 LA (Los Angeles County Proposition 10) Commission. Designed quantitative and qualitative data collection instruments for programs providing in-home services for children 0 to 5. Conducted site visits of First 5 LA grantees and other programs. Directed data analysis for several interim reports and the final report to the Commission. Wrote several sections of the reports including landscape of home visitation services, impact of the initiative and home visitation in other states and counties. Additionally, coordinated a convening of all home visitation providers in Los Angeles County to present the First 5 report findings and a symposium of researchers, practitioners and policy makers in the field of home visitation. Coordinated a

research symposium of experts in the field of home visitation to discuss the strategic value of home visitation. Directed final data collection efforts for the initiative evaluation report.

Research Associate, Domestic Violence Prevention Project, California Hospital Medical Center. Supervised data analysis of pre and post surveys administered to both adult and adolescent students in domestic violence education classes; oversaw administration of community survey; assisted in report writing as needed.

Research Associate, Pico Union Family Preservation Network funded by the Department of Children and Family Services). Evaluating inter-agency collaboration through interviews, surveys and observations of collaborative meetings and activities. Oversee the collection and analysis of client and staff process (counseling, referral) and outcome data.

Research Associate, Evaluation of the Belmont Family of Schools' Safe Schools / Healthy Students Program, Los Angeles Unified School District (funded by the U.S. Departments of Health and Human Services, Justice, and Education). Assisted in the four-year evaluation of this 36 school-site violence/substance use prevention and intervention program. Designed data collection instruments for service providers including health and mental health agencies; revised principal, student and agency survey instruments for evaluation reports; organized and coordinated a community survey designed to gather data on the community's knowledge and perception of school safety issues; trained and supervised staff on community survey administration; conducted interviews with key individuals in the project; analyzed data for reporting purposes; wrote service and outcome narratives for federal reporting purposes; wrote and presented local evaluation reports addressing key findings, needs and recommendations.

Project Manager, Evaluation of Healthy Start Collaboratives, Los Angeles Unified School District (funded by the California Department of Education). Oversaw the evaluation of two different Healthy Start collaboratives throughout the Los Angeles area. Revised and administered standard systems for instrumentation, analysis and reporting; wrote and presented local evaluation reports; observed local collaborative meetings; conducted interviews; and assisted each site with meeting state evaluation requirements.

Project Consultant, Evaluation Systems Development and Services, Neighborhood Youth Association. Assisted the program to refine and then assess program outcomes for their pre-kindergarten through high school youth development program. Reviewed previous evaluation plans and results; integrated new evaluation systems with agency's current systems.

Research Associate, Evaluation of the Open Court and Scholastic Literacy Programs, Consortium on Reading Excellence (C.O.R.E.) (funded through the Governor's California Professional Development Institutes in Reading Initiative). Reviewed and synthesized interviews, surveys and curriculum materials in order to compile a final report; wrote final report.

Criminal Justice

Research Associate, Evaluation of Department of Justice's Consent Decree Mandates for the Los Angeles Police Department (LAPD), City of Los Angeles. Examined internal data tracking systems of the LAPD including interviews with officials from relevant departments. Contributed to the interim and final reports for the Department of Justice, Los Angeles Mayor's Office, City of Los Angeles, and LAPD.

Research Associate, City of Santa Monica Environmental Programs Division. Designed data collection instruments to be administered in community. Oversaw data collection process and data analysis. Developed and contributed to report findings.

Prior Project Experience

Project Coordinator / Research Associate, Sexual and Intimate Violence among High-Risk Mexican-American Females (funded by Centers for Disease Control). Identified and recruited 150 gang-affiliated adolescent females and an additional comparison group of 150 non-gang affiliated females; conducted 2-3 hour intensive interviews with subjects; analyzed data for and designed federal reports; presented data at several national and international conferences.

Research Associate, Drug Treatment for Gang Affiliated Mexican-American Adolescents (funded by Substance Abuse and Mental Health Administration). Identified and recruited gang-affiliated youth and their families into a drug treatment program; tested families (guardian and adolescent) in 10-12 psychometric examinations for pre-and post evaluations; contributed to federal reports; presented preliminary data at national conferences.

Research Associate, Non-Injecting Heroin Use among Mexican-American Gang Members (funded by the Hogg Foundation of the University of Texas, Austin). Identified potential candidates for interviews; analyzed data from interviews; wrote final report to funding agency.

[Selected Reports and Presentations](#)

"Findings from the Parent Survey for Universal Pre-School in Los Angeles County", for the Children's Planning Council of Los Angeles County. December 2003.

"Connecting Families and Communities: First 5 LA Home Visitation Research and Evaluation Report"; a presentation at the American Public Health Association. November 2003.

"Connecting Families and Communities: First 5 LA Home Visitation Research and Evaluation Report" with Morgan Lyons and Maura Harrington. May 2003

"Final Evaluation Report of the Comprehensive Family Violence Collaboration", for California Hospital Medical Center, California Department of Health Services. January 2003.

"Madison Neighborhood Partners (MNP) and the Pasadena Public Health Department (PPHD): PPH Case Study Year 2", for the Partnership for the Public's Health (PPH). December 2002.

"Project SECURE Local Evaluation Report Year 2," for the Belmont Safe Schools / Healthy Students Project, Los Angeles Unified School District; with Monica Kaiser. April 2002.

"Project SECURE Federal Evaluation Report Year 3" for the Belmont Safe Schools / Healthy Students Project, Los Angeles Unified School District; with Monica Kaiser. June 2002.

"Madison Neighborhood Partners (MNP) and the Pasadena Public Health Department (PPHD): PPH Case Study Year 1", for the Partnership for the Public's Health (PPH); with Maura Harrington. January 2002.

"La Pintesca Summit Partnership (LPSP) and the Pasadena Public Health Department (PPHD): PPH Case Study Year 1", for the Partnership for the Public's Health (PPH); with Maura Harrington. January 2002.

"Neighbors Acting Together Helping All (NATHA) and the Pasadena Public Health Department (PPHD): PPH Case Study Year 1", for the Partnership for the Public's Health (PPH); with Maura Harrington. January 2002.

"Consortium on Reading Excellence (CORE) Evaluation of the Professional Development of Teachers in the Open Court Reading Program: Oakland Unified School District 2000-2001 School Year", for the Consortium on Reading Excellence (CORE); with Maura Harrington. February 2002.

MAURA J. HARRINGTON, M.B.A., Ph.D.
Director of Consulting Services & Senior Researcher

Education

Ph.D., The Claremont Graduate School, Claremont, California – Organizational Psychology

M.B.A., The Peter F. Drucker Graduate Management Center, The Claremont Graduate School, Claremont, California

B.S., Georgetown University, Washington, D.C., Cum Laude – Psychology; Minor: History

Selected Research and Consulting Experience

Leadership and Capacity Building

Director, Technical Assistance to Five Community Collaboratives, Neighborhood Data Use Collaborative (funded by First 5 LA). Providing training and technical assistance to build community capacity for research and evaluation efforts. Developed data collection tools and outcome areas. Will prepare final report.

Evaluation Consultant, evaluation model development and grantee training, Liberty Hill Foundation. Assisted foundation staff to review evaluation systems and to develop an evaluation training series for grantees. Conducted the trainings for grantees and facilitated discussions to create an evaluation model specific to social justice organizations.

Evaluation Consultant, evaluation systems development, Leadership California. Assisted the program to refine and then assess process, immediate and long-term outcomes. Led program staff through outcome-development process. Conducted process evaluation, which included development of sampling frame, data collection protocols and instrumentation. Prepared a report and recommendations for use in strategic planning.

Consultant, study of empowerment of supervisors, middle managers and upper level managers of two not-for-profit hospitals. Conducted a study on managerial behaviors, expectations and organizational culture. The study also included focus groups to supplement the survey data. Included design, instrumentation, data collection, analysis, reporting and assistance with strategic planning.

Evaluator, evaluation of the Volunteer Leadership Program, Kellogg Training Center of the United Way of Los Angeles. Designed and implemented a research design to evaluate the effectiveness of a training program for volunteer board members. Presented findings and recommendations to project directors.

Research Consultant, study of Leadership Styles of Los Angeles Latino community leaders. Designed sampling frame and research protocols. Conducted data entry and data analysis and prepared summary report.

Prevention and Intervention Programs for Children and Families

Project Director, Home Visitation Research and Evaluation Project, Los Angeles County Proposition 10 Children and Families First Commission. Designed project and methods for a country wide study of home visitation programs. Supervised evaluation staff. Oversight of project implementation, including assistance with developing data collection and management systems, and ensure quality reports. Facilitated a symposium of national and local experts on issues related to effective home visitation programs.

Lead Consultant, evaluation of the Pico-Union Family Preservation Network, California Hospital and Medical Center (funded by the Department of Children and Family Services). Evaluating inter-agency collaboration through interviews, surveys and observations of collaborative meetings and activities. Oversee the collection and analysis of client process (counseling, referral) and outcome data.

Director, Evaluation of LA Care's for Kids Program, LA Care (funded by the Public Health Institute). Assist program staff in program design and implementation of a program for families in Family Maintenance program. Work with the program coordinator to set evaluation project design, including services and timeline. Design of data collection procedures and protocol and analysis of data for program improvement and outcome study.

Director, evaluation of the Options for Success Program, Lincoln Child Center (funded by the John Muir/Mt. Diablo Community Health Benefit Corporation). Worked with the executive director and program staff to set evaluation project design, including services and timeline. Supervise evaluation staff. Oversaw project implementation, including assistance with developing data collection and management systems, and ensure quality reports.

Director, Evaluation of Children and Parent Enrichment Program, Family Stress Center (funded by the John Muir/Mt. Diablo Community Health Benefit Corporation). Work with the program coordinator and staff to articulate evaluation priorities for evaluation project design, including services and timeline. Oversee the collection and analysis of client process (counseling, referral) and outcome data.

Project Manager, Evaluation of the Belmont Family of Schools' Safe Schools / Healthy Students Program, Los Angeles Unified School District (funded by the U.S. Departments of Health and Human Services, Justice, and Education). Designed the four-year evaluation of this 36 school-site violence/substance use prevention and intervention program. Assisted in the development of data collection systems across ten different community agencies, including health, mental health and law enforcement providers; designed principal, student and agency survey instruments; designed training curriculum for survey administration; participated in the summaries of service and outcome narratives for federal reporting purposes; and presented local evaluation reports addressing key findings, needs and recommendations.

Domestic Violence

Project Manager, evaluation systems development for the Domestic Violence Prevention Project, California Hospital Medical Center. (funded by the State of California Department of Health Services, Maternal and Child Health Branch, Domestic Violence Section). Provide local consultation for the development of the evaluation framework, as well as the design of culturally appropriate instruments, data analysis, reporting and

strategic planning for new services.

Project Manager, evaluation consultation for California Hospital Medical Center's Family Violence Prevention Program. (funded under the City of Los Angeles Mayor's Criminal Justice Planning Office, Family Violence Prevention Initiative). Provided consultation on the development of an evaluation design and supporting data management procedures. Assisted in the development of screening tool for domestic, child and elder abuse for health professionals as well as in the development of photographic standards protocol and training to utilize the protocol.

Public Health and Health Promotion

Director, local evaluation of the Pasadena/Altadena Health Partnership, the California Wellness Foundation. Developed and implemented an evaluation framework (including data collection protocols and tools). Assisted the Partnership in documenting the development of the group and to help articulate outcomes. Worked collaboratively with the statewide evaluation team to collect and analyze attitude surveys and public health data. Conducted stakeholder interviews, observations, analyses of secondary data and focus groups with community residents. In addition, facilitated program and strategic planning processes.

Director, local evaluation of the Partnership for the Public's Health, the Public Health Institute. Working in collaboration with the Pasadena Public Health Department and three community groups to determine planning priorities for improving community health. Assisting the groups in local evaluation priorities and design of data collection tools and strategies.

Evaluation Consultant, local evaluation of Tobacco Control Programs, Pasadena Public Health Department (funded by the Tobacco Control Section, State of California). Developed and oversee a plan to evaluate the effects of media campaigns, enforcement activities and sponsored activities on the attitudes and behaviors of youth. Direct the collection and analysis of data related to the behaviors of youth and tobacco. Review the write-up of findings to be used for conference presentations.

Evaluation Consultant, the Worksite Wellness Project (funded by the California Wellness Foundation, The Robert Wood Johnson Foundation and the California Endowment). Provide program planning and evaluation consultation including assistance with data management systems, design of culturally appropriate instrumentation, data analysis and report writing.

Youth Development

Project Director, assessment of the Youth Development Initiative, The James Irvine Foundation. Coordinated the work of the local evaluators and served as a liaison with the Foundation, working collaboratively to design and implement common indicators of success. Contributed to the identification of measures and performed cross-site analyses. Conducted site visits with all participating organizations, interviewed Foundation and intermediary organization staff and documented the nature and quality of the Initiative's implementation.

Research Director, evaluation of a Life Skills program, Concord Police Department and the Mt. Diablo Unified School District. Designed process and outcome evaluation of a newly implemented teen program focused on developing pro-social skills and promoting academic achievement. Conducted process and outcome evaluation through instrument design, data

collection, and observation at meetings, interviews and focus groups. Assumed lead role for project communication, presentations and writing annual reports.

Research Associate, Evaluation of *Up 2 Us*, a joint project of Big Brother Big Sisters of America and Boy & Girls Clubs of America (funded by the Pillsbury Foundation). Assisted with the development of the research design, instrumentation and data collection. Also served as Site Liaison for two of the five pilot sites, Tampa and San Antonio. Maintained client communication, conducted several site visits and assisted with the writing and completion of the interim and final reports.

Education and School Related

Director, Universal Pre-K Community Survey, Children's Planning Council.

Directed the development of a community survey to collect attitudes and opinions toward pre-K of parents with children under five years old. Assisted with the writing of countywide and region-specific reports for client to help with policy and planning of early education programs.

Evaluation Consultant, evaluation of Consortium on Reading Excellence's (CORE) model of professional development and support of the Open Court Reading Program in the Oakland Unified School District (OUSD). (funded under the Governor's two-year California Professional Development Institutes in Reading Initiative). Provided consultation on evaluation design and methodologies. Compiled data sources, conducted statistical analysis and developed a summary report.

Evaluation Consultant, evaluation of Consortium on Reading Excellence's (CORE) model of professional development and support of the Open Court Reading Program in three Southern California School Districts. (funded under the Governor's two-year California Professional Development Institutes in Reading Initiative). Provided consultation on evaluation design and methodologies. Conducted interviews, compiled data sources, conducted statistical analysis and developed a summary report.

Director, evaluation assistance and systems development for Western Region Outreach Center and Consortia, California State University, Northridge (funded by the U.S. Department of Education). Provided multi-year assistance in designing data collection forms and systems, as well as evaluation instruments such as staff surveys and technical assistance assessment forms. Conducted site training and assisted with report writing.

Senior Services

Consultant, Older Adult Initiative. the California Community Foundation. Provided design assistance to the Foundation and start-up assistance to grantees for an over-arching evaluation of the Initiative in the areas of caregiver assistance, mentoring and employment services to older adults.

Prior Project Experience

Project Director, evaluation of implementation the Los Angeles Neighborhood Initiative (LANI) (funded by The Office of the Mayor of Los Angeles and the Metropolitan Transit Authority). Lead evaluation consultant in the comprehensive process evaluation of a large-scale community building effort. Designed and directed a study on the implementation of the LANI concept. Designed all data collection instruments and managed all data collection efforts.

Collected qualitative and quantitative data and was lead author on annual reports.

Evaluator for Evaluation of the Effectiveness of the Diabetes Management Program (DMP) treatment protocols on type I and type II Diabetes (funded by Harriman Jones Medical Group). Developed research design, sampling frame and data collection protocols. Oversaw data entry and conducted statistical analysis. Summarized findings in a written report and presentation to the funder.

Evaluator, local evaluation of El Portal Project, Los Angeles Alzheimer's Association. Oversaw evaluation procedures including designing survey instrumentation, data collection and coding. Provided consultation on research design. Perform statistical analysis and report writing to meet federally mandated requirements.

Project Director, Public Opinion Survey on Attitudes toward Secondhand Smoke (funded by a subcontract of a grant from the State of California). Designed study and interview tool. Hired, trained and supervised all interviewers and data entry personnel and provided oversight of the data analysis.

Researcher, research and technical assistance, Tomas Rivera Center. Conducted a study on the leadership styles of Latino community leaders in the Los Angeles area. Work involved statistical analysis and analysis of focus group and interview data. Assisted with two needs assessments of Latinos in the Los Angeles and Orange Counties.

Evaluation Consultant, evaluation of Teachers Learning Community Model Project, Tomas Rivera Center. Developed and implemented research design and interview protocols for a case study process evaluation on a program designed to recruit and retain Latinos in a teacher education program.

Researcher, Kaiser Permanente of Southern California, Management Research, Department of Organization Effectiveness. Conducted a Patient Perception of Care, Kaiser Permanente Hospitals, Southern Californian Region. Coordinated interviews of patients in all southern California Kaiser Hospitals regarding perception of care. Hired, trained and supervised all interview staff. Compiled and analyzed results, participated in report writing.

Researcher, Kaiser Permanente of Southern California Evaluation of Mental Health Home Visitation Program. Constructed a series of questionnaires to gather information from constituents concerning the effectiveness of the Home Visitation Program. Compiled the data, performed the statistical analysis and wrote a final report. Presented the results to the clients and worked to help formulate recommendations.

Researcher, Rewards and Recognition Study, Kaiser Permanente of Southern California. Assisted in the implementation of organization-wide survey of manager and employee attitudes concerning the company's reward and recognition practices. Designed code books and trained and supervised coding personnel. Assisted in report writing and preparation. Presented results and recommendations to task force committee.

Analyst, Department of Market Research for Study of Perceptions of Quality of Service by Latino members of Kaiser Permanente. Compiled the results from past reports of patient perception of care and satisfaction to form a profile of Latino members of Kaiser Permanente. Prepared a report on comparisons of perception of quality of care between Latino and Non-Latino members.

Selected Papers and Publications

Torres, L and Harrington, M. "Worksite Wellness Project Delivers Culturally Appropriate Health Promotion to Small Manufacturing Businesses." Guide to Managed Care Strategies; Faulkner and Gray, January 2000.

"The Youth Development Initiative: Overarching Evaluation Report" (funded by the James Irvine Foundation). October 1999.

"Evaluation of the Concord Police Department Life Skills Program (funded by the John Muir Mt. Diablo Health Benefit Corporation). August 1999.

"Pico-Union Family Preservation Network Member Study" for the Pico Union Family Preservation Network (funded by the County of Los Angeles). May 1998.

"Western Region Outreach and Center and Consortia Year One Implementation Study." For the National Center on Deafness. December 1997.

"Worksite Wellness Technical Report: A summary of health promotion session evaluations" for the Worksite Wellness Project Director and Advisory Board. April 1998.

"Worksite Wellness Project Implementation Report" for the Worksite Wellness Project Director and Advisory Board. May 1998. .

"The Los Angeles Neighborhood Initiative: A Process Evaluation" for the Office of the Mayor of Los Angeles. February 1997.

"Recruiting and retaining Latino teachers using a learning community model: A case study evaluation." for the Tomas Rivera Center. September 1993.

"Evaluation of a Latino Alzheimer's Demonstration Project: Assessing the Needs of Latino Caregivers, Preliminary Findings" for the Los Angeles Alzheimer's Association. January 1993.

"Organizational and Individual factors contributing to managers' perceptions of empowerment: A study of Achieving Styles, rewards and supervisory styles" Unpublished dissertation. April 1995.

"Achieving Styles of Latino community leaders" unpublished master's thesis. May 1993.

Oskamp, S., Harrington, M. J., Edwards, T. C., Sherwood, D. L., Okuda, S. M., & Swanson, D. C. (1991). Factors influencing household recycling behavior. *Environment and Behavior*, 23, 494-519.

"Membership Service Department: A study of client satisfaction" prepared for the Member Services Department of Kaiser Permanente. December 1991.

Selected Trainings and Workshops

Harrington, M.J. "Program Evaluation: The Fundamentals of Measuring Impact I & II, the Center for Non Profit Management, Los Angeles, June 1998 to present.

Harrington, M.J. & Forman, S. "Effective Program Planning: Tools and techniques" Long Beach Nonprofit Partnership, August and October 2003.

Harrington, M.J. "The Fundamentals of Program Evaluation" workshop for the Whitecap Foundation's Management Program, June 2000, January 2002.

Harrington, M.J. "The Fundamentals of Program Evaluation" workshop for the Volunteer Center of Los Angeles June 2000.

Harrington, M.J. "A Practical Guide to Evaluation." workshops for the United Way Kellogg Training Center, Los Angeles, January 1997, November 1997 and February 1998.

Harrington, M.J. and Lyons, M. (1997, November) "It is ok for an Evaluator to act as an consultant." Workshop. The American Evaluation Association, Annual Meeting, San Diego, California.

Selected Presentations

Harrington, M.J., Andrews, A. and Kubicek, K. (2003, November). Best Practices in Home Visitation. Paper Presentation. The American Public Health Association, Annual Meeting. San Francisco, California.

Harrington, M.J. (2003, December). Home Visitation and School Readiness. Presentation. First 5 School Readiness Symposium. Sacramento, California.

Harrington, M.J. (2002, November) Using evaluation data to help a project move from pilot to sustainable entity. Paper presentation. The American Evaluation Association, Annual Meeting. Washington, D.C.

Harrington, M.J. (2001, November) Leaving a Legacy of Evaluation in the Community Based Organization" Paper presentation. The American Evaluation Association, Annual Meeting. St. Louis, Missouri.

Harrington, M.J. and Mandel, M. (2000, April) "Learning challenges and opportunities of community building; Lessons learned from the Los Angeles Roundtable for Children Community Studies." Paper presentation. The American Society for Public Administrators, Annual Meeting, San Diego, California.

Harrington, M.J. (1999, November). "Lessons from a Pilot Project to bring Health Promotion Programs to the Worksite", The American Evaluation Association, Annual Meeting, Chicago, Illinois.

Harrington, M.J. (1996, November) Workshop. "Evaluation of a Learning Community Model." The American Evaluation Association, Annual Meeting, Atlanta, Georgia.

Harrington, M.J. (1995, November) "Evaluation of a Latino Alzheimer's Demonstration Project: Assessing the Needs of Latino Caregivers, Preliminary Findings." Paper presentation. The American Evaluation Association, Annual Meeting. Vancouver, B.C.

Harrington, M. J. (1994, November). "Recruiting and retaining Latino teachers using a learning community model: A case study evaluation." Paper presentation. The American Evaluation Association, Boston, MA.

Harrington, M. J. (1994, April). "Multi-cultural and gender differences in Achieving Styles of managers, leaders & entrepreneurs." Symposium Chair. Western Psychological Association Annual Meeting, Kona, Hawaii.

Harrington, M. J. (1994, April). "Achieving Styles of Latino community leaders." Symposium presentation. Western Psychological Association, Annual Meeting. Kona, Hawaii.

Oskamp, S., Harrington, M. J., Edwards, T. C., Sherwood, D. L., Okuda, S. M., & Swanson, D. (1990, April). "Factors influencing recycling behavior." Symposium presentation. Western Psychological Association, Los Angeles.

Oskamp, S., Harrington, M. J., Edwards, T. C., Sherwood, D. L., Okuda, S. M., & Swanson, D. "Curbside recycling: Knowledge, Attitudes, and Behaviors." Symposium presentation. Society for Experimental Social Psychology, Columbus, OH.

Professional and Civic Affiliations

City of Pasadena Human Services Commission, Commissioner. March 2004 – present.

American Evaluation Association, Chair Elect, Independent Consulting Interest Group. Member since 1988.

American Public Health Association, Member since 2003.

Linda Vista Annandale Neighborhood Association, Board Member. May 1998 – March 2004. Treasurer, 2000 - 2003.

Los Angeles County Children's Planning Council, Data Partnership, Volunteer member. 1995 – present.

First 5 LA and Children's Planning Council Taskforce for Determining Indicators for School Readiness. March – August 2003.

Los Angeles Roundtable for Children, Director. 1995-1999.

Susan A. Forman, M.S.

Principal

Forman Consulting

Susan Forman is a principal of Forman Consulting, specializing in management consulting services for public sector and nonprofit organizations. She has seventeen years of experience assisting clients with their management and organizational needs. Prior to starting Forman Consulting, Susan was with KPMG Peat Marwick, an international management consulting firm. In her career, she has also served as an evaluator at the U.S. General Accounting Office, a legislative branch Agency reporting to the U.S. Congress.

Susan has extensive experience in the area of needs assessment and gathering data from diverse groups for planning and evaluation projects. She recently conducted a needs assessment for the Intercommunity Child Guidance Center of Whittier, which required gathering data from community organizations, parents, teachers and others, using both English and Spanish data collection tools and methods. She also has led a management review of the Redevelopment Agency of the City of Riverside. In addition, she has conducted numerous strategic planning projects for public and nonprofit agencies that required conducting interviews, focus groups and surveys of managers, staff, and community representatives.

Susan was recently selected to participate in the Leadership Long Beach program. Her other leadership and community volunteer activities have included serving as a trainer for the Long Beach Nonprofit Partnership, cabinet positions for the Los Angeles Chapter of the American Society for Public Administration, and membership on the Parenting and Pregnant Teens task force of the Interagency County on Child Abuse and Neglect.

Education

M.S., Public Management and Policy, Carnegie Mellon University, Pittsburgh, PA

B.A., Public Relations, Cum Laude, University of Southern California, L.A., CA

Selected Consulting Experience

Director, Needs Assessment for Early School Success Program, Intercommunity Child Guidance Center of Whittier (ICGC). Recently assisted ICGC with a needs assessment as part of an L.A. County First 5 L.A. School Readiness planning grant. The needs assessment consisted of a parent survey, which was administered in English and Spanish; parent round-tables, also conducted in English and Spanish; interviews with community representatives and service providers; and background research of existing reports and other needs assessments. Based on the needs assessment, ICGC developed its Early School Success program, which includes counseling services provided by ICGC and pre-school services provided by the Montebello Unified School District.

Manager, Management Review, City of Riverside, California. Managed a management review of the City of Riverside Redevelopment Agency. The study, which focused on the

strategic direction of the agency, also evaluated organizational structure and operating conditions. Methodologies used included interviews with Council members, Agency employees and community leaders, an employee survey, a comparable agency survey and document review.

Consultant, Strategic Planning Project, Los Angeles County Department of Children and Family Services (DCFS). Facilitated a strategic planning process for DCFS. This included project design, interviews, workshops, focus groups, best practices and mandates research, and documentation of results, including identifying the Departmental client, outcomes, vision, mission, values, goals, objectives and strategies. The plan recently was published and widely distributed to both internal and external stakeholders, and the team was then asked to assist the Department with several other initiatives, including plan implementation.

Consultant, Strategic Plan Implementation, Los Angeles County Department of Children and Family Services (DCFS). Assisted the Department in the implementation of strategic planning. This included facilitating focus groups and training sessions to develop action plans throughout the organization. It also included one-on-one coaching in the development of action plans, as well as review and feedback regarding the content of action plans.

Director, Evaluation of Early School Success Program, Intercommunity Child Guidance Center of Whittier (ICGC). Currently directing the evaluation component of this School Readiness program funded by First 5 L.A. This project involves several strategies to evaluate the success of the program on several levels, including children's success in learning, more effective family functioning and teacher satisfaction with the program. Evaluation strategies include student evaluation methods; parent and teacher surveys administered in English and Spanish; parent and teacher focus groups and interviews; and service provider interviews.

Director, Evaluation of Domestic Violence Training, University of Southern California. Currently assisting the University's Family Violence Clinic with an evaluation project. The project is designed to evaluate the effectiveness of one of the clinic's training programs. The training program is intended to train L.A. County DCFS social workers and court personnel in ways of managing and coordinating their activities in cases where victims of domestic violence also come to the attention of the child welfare system. The evaluation consists of pre- and post-surveys, interviews and focus groups of training participants.

Director, Strategic Planning Project, Intercommunity Child Guidance Center of Whittier. Recently assisted the ICGC with a strategic planning project. The project included facilitating a strategic planning sub-committee of the Board; conducting Board, client, staff and community round-tables to obtain input regarding organizational strengths and weaknesses; and conducting an environmental scan, including interviews and literature searches, regarding opportunities and threats. The project resulted in updated goals to guide the agency's future.

Consultant, Strategic Planning Project, State of California Department of Social Services (CDSS). Facilitated a strategic planning effort for the CDSS Information Technology Division. This project involved Division employees and customers at the local, state and federal levels in the strategic planning process through interviews, focus groups, and an employee survey. The study resulted in the creation of a five-year strategic plan for the Division.

Consultant, Strategic Planning Project, Los Angeles County Office of the Public Defender. Assisted the Public Defender's Office with a strategic planning and process improvement project. The goals of the project were to produce a long-range strategic plan for the office and to identify and work to address process improvement issues affecting the efficiency and effectiveness of the organization. For this project, the consulting team was

charged with the facilitating the internal strategic planning and process improvement teams of the agency, including planning and facilitating their meetings and working to coach each team through their strategic planning and process improvement work. The project resulted in the teams' producing a strategic plan and a process improvement report.

Director, Strategic Planning Project, YWCA of North Orange County. Recently assisted the YWCA in Fullerton with a strategic planning project. This project involved facilitating round-tables with community leaders, YWCA Board members and YWCA staff to obtain input for the strategic direction of the organization in the next three to five years. It also involved one-on-one interviews with key staff and Board members, as well as a telephone survey of clients. The project resulted in a three-year strategic plan and a one-year detailed action plan. It also involved guiding the agency in formally following up on, and documenting, actions taken toward action plan implementation.

Workshops and Leadership Activities

Long Beach Nonprofit Partnership. Recently co-authored and co-facilitated with Lodestar Management Research two workshops for LBNP on planning and evaluation. One workshop covered various strategic planning concepts, such as vision, mission and values, as well as goal setting and action planning. It also included a discussion of program and financial planning, including conducting needs assessments, developing detailed program plans, and developing long-term financial plans.

The evaluation workshop covered various evaluation concepts and methodologies. It covered evaluation terms and their meaning, as well as ways to conduct effective and efficient evaluations. Concepts discussed included: what should be evaluated, who should own the data and what evaluation methods are most appropriate when.

Long Beach Nonprofit Partnership (LBNP). Developed and facilitated a workshop for the LBNP on government grant writing. This workshop, which was attended by nonprofit managers and staff, was designed to help participants: Identify the sources of government grant funding; evaluate their own organizations and whether they would be eligible for this funding; identify requests for proposals that fit their organizations' missions; and determine the best ways to position their organizations to obtain funding.

Manager, Staff Training, County of Los Angeles, Auditor-Controller's Office. Developed and facilitated a training session for Auditor-Controller staff on auditing standards and methods. Using an audit of the County Sheriff's Department as a case study, presented the background and methodology used and enlisted participants in a problem-solving exercise. Also updated participants on the U.S. General Accounting Office Yellow Book performance auditing standards.

American Society for Public Administration. Served on the Board of the ASPA Los Angeles chapter from 1993 to 2001. Was elected Vice President of Finance in the 2001 FY, and previously served as Newsletter Editor. Performed many volunteer activities for the organization, including a member survey, and participation in a strategic planning effort. Received a Leadership Service Award from the organization.

ATTACHMENT B
PROPOSED STAFFING PLAN AND ITEMIZED BUDGET

	TEAM MEMBER OR LODESTAR STAFF POSITION						
	Harrington	Kubicek	Research Assistant	Project Assistant	Forman	Rodino	Total
	HOURLY RATE						
TASKS	\$110	\$85	\$65	\$50	\$95	\$150	
Community Needs Assessment							
<i>Background Research</i>							
Review of Relevant Documents	4	12	12		12		
Key Informant Interviews (20)	8	12	12		24		
<i>Radius Survey</i>							
Online and document review		6		16		6	
Driving/walking survey	8	8	8	8	8	8	
Compile/sort		4	12				
Contact providers				12			
Summarize findings		12	12			8	
Asset Mapping		36					
<i>Key Stakeholder Input</i>							
Key Informant Interviews (45-50)		36	48	12	24	8	
Focus groups	8	12	8	8	12		
Data entry				16			
<i>Public Forums (at least 2)</i>							
Organize logistics		4		16			
Prepare presentation	8	12		16	24		
Facilitate groups	8	8	8		8		
Data input			12				
<i>Needs Assessment Survey</i>							
Design survey	4	12			4	4	
Train on data collection methods	4	12			12		
Data collection	4	24	24	80			
Data entry				24			

City of Long Beach Redevelopment Agency – Community Needs Assessment
Attachment B

	Harrington	Kubicek	Research Assistant	Project Assistant	Forman	Rodino	Total
Reporting for Needs Assessment							
Data management/analysis		16	16				
Data synthesis (from all sources)	3	36					
Needs assessment draft report	16	40	20		12	8	
Finalize needs assessment report	16	16	12		12	8	
Houghton Park Facilities Expansion							
Interviews with City staff						20	
Review building plans and ID areas for planned programs						20	
Physical inspections						20	
Cost estimate for renovations and expansion						20	
Cost benefit trade-offs						20	
Master Plan prep						20	
Synthesize master plan with other documents	4	8					
Feasibility Study for Community Center							
Interview staff from Parks & Rec		12			12	16	
Cost benefit assessment for 3 sites						60	
Economic and market feasibility analysis for 3 sites						60	
Summarize pros and cons for each site						40	
Synthesize feasibility study with other documents	4	8					
Library Reuse							
Examine building plans						6	
Physical inspections			8			8	
Key stakeholder interviews		6	12				
Presentations							
5 Draft presentations	20	32	8	16	32	15	
4 Final presentations	20	24	8	16	24	12	

	Harrington	Kubicek	Research Assistant	Project Assistant	Forman	Rodino	Total
Client Contact							
Client meetings	36	36	8		12	12	
Misc. communications (phone, e-mail)	12	24	12				
Project Management							
Team meetings	16	16	8	8	16	12	
Progress reports	8	24			8	6	
Budget tracking/invoicing	8	8					
Total hours	219	516	268	248	256	417	1924
Total personnel and subcontractor cost	\$24,090	\$43,860	\$17,420	\$12,400	\$24,320	\$62,550	\$184,640
Other Direct Costs							
Interpretation costs estimate							\$1,950
Translation of documents							\$500
Ads in newspapers							\$250.00
Mileage							\$750.00
Refreshments at forums							\$200.00
Total costs (personnel and other directs)							\$188,290

Other direct costs are calculated as follows:

Interpretation costs assume a three hour session at \$325 per session. This will include public forums and meetings planned for this project. We estimate six sessions will require simultaneous Spanish interpretation.

Translation of documents includes outreach materials (flyers, advertisements) and the needs assessment survey. Estimates are based on a per word rate of about .30.

Advertisements in the newspapers are listed to promote public meetings – particularly for the presentations. We estimate each advertisement will cost approximately \$125.00.

Mileage is based on an estimate of approximately 40 trips to the target area for Lodestar staff including data collection, meetings, and presentations. Each trip is about 50 miles both ways at the state rate of .375 per mile.

Refreshments will be provided at each public forum and focus group if applicable.